

# HIT Workforce Competencies by Role

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## **Clinician Consultant**

### **Environment**

- Describe potential unintended consequences of HIT and suggest solutions
- Identify mismatches between user needs, workflow, and HIT application; suggest strategies for resolving (both pre- and post-implementation)

### **Health**

- Demonstrate and explain how installed applications can be used for Continuous Quality Improvement (CQI)
- Demonstrate and explain how the system can be used to satisfy "meaningful use"
- Describe data collection and documentation requirements
- Describe the general workflow and clinical needs of the health context in which the HIT application is installed
- Describe the regulatory and reimbursement environment in health

### **IT**

- Assist in the selection of (vendors/software) based on clinical needs
- Explain value of exchanging health information to users

### **Soft Skills**

- Advocates for user needs
- Collaborate and work effectively in a team environment
- Effectively communicates orally and in writing
- Effectively manage time to meet project deadlines
- Engage users in providing content subject matter experts
- Identify conflicts and recommend strategies for resolving them
- Manage vendor relations
- Show clinical users how to optimize use of HIT to meet clinical needs
- Translate needs between vendor, IT staff and user

## **Implementation Managers**

### **Environment**

- Analyze and map workflow and information flow in a clinical/public health setting
- Describe roles and decision processes in health environment and their importance to project goals
- Identify basic issues in usability and human factors that affect acceptance and use of a health information system
- Incorporate new knowledge and best practices into system implementation and optimization post-development
- Manage change to achieve project goals

### **Health**

- Demonstrate familiarity (through hands-on use) of a range of current HIT applications
- Demonstrate familiarity and understanding of clinical terminology at a level appropriate to their current and future roles
- Describe and analyze the health care system, including financing, access, the organization of delivery, the range of delivery, organization types and the variety of the existing workforce
- Describe and evaluate the core HIM concepts, including data integrity, HIT standards and regulations, the legal medical record, and the varying types of data/information content in the health record
- Summarize the history of health care quality and safety, describe the current major quality issues and challenges and propose methods in which HIT may or may not improve quality, safety, and efficiency

### **IT**

- Demonstrate ability to query data and generate reports for quality measurement in health
- Design data structure and architectures supporting clinical
- Functions
- Design, architect and coordinate how a set of EHR components will effectively integrate within an existing technical environment to support interoperability, interconnectivity, and primary and secondary use of data
- Evaluate information security risks and design to ensure compliance with security requirements
- Understand the components of an EHR application and how they interact effectively in health settings

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### Other: Project Management

- Ability to apply project management skills (including budgeting and use of applicable software)
- Ability to counsel users regarding appropriate expectations
- Ability to work with users to clearly identify project deliverables based on enterprise goals
- Apply adult learning theory and lifelong education principles to incorporate new knowledge/skills, habits, attitudes into project
- Apply ongoing project/program evaluation (plan, do, check, act=PDCA)

### Soft Skills

- Demonstrate adaptive cultural competence in context of culture, social and ethnic diversity within multiple health environments
- Develop and apply human resources policies, procedures and requirements
- Use teamwork processes that provide leadership, coaching and conflict resolution
- Utilize multimodal communications

## **Implementation Support Specialist**

### **Environment**

- Incorporates usability principles in implementation and design

### **Health**

- Applies data exchange standards, uses controlled health vocabulary, terminologies and classifications to manage information
- Demonstrates how EHRs support health care operations
- Demonstrates how EHRs support public health goals

### **IT**

- Adheres to Control Objectives for Information and related Technology (COBIT) standards for documentation [a set of best practices for IT management]
- Adheres to established protocols for installation/implementation
- Demonstrates EHR product knowledge and experience
- Demonstrates IT knowledge by experience and/or certification
- Implement testing/validation plans/scenarios
- Provides end user support "help"

### **Other**

- Execute project plans

### **Soft Skills**

- Demonstrates sensitivity to user needs in a constrained environment
- Works effectively with diverse skills

## **Practice Workflow and Information Management Redesign Specialist**

### **Environment**

- Ability to evaluate an implemented workflow to validate and/or improve the effectiveness and efficiencies
- Ability to represent in a variety of ways process workflows
- Apply analytical tools and problem skills to understand data collected as related to the healthcare environment
- Be able to apply fundamental concepts of project management principles to the health care setting to affect change
- Be able to apply fundamental concepts of workflow redesign methodology to the health care setting
- Conduct user requirement analysis by observing, interviewing, surveying, conducting focus groups and other methods to facilitate redesign

### **Health**

- Ability to describe various care delivery settings and roles in those environments and how information is used and exchanged
- Design workflows that accommodate the quality component for cooperative effectiveness, public health and other reporting needs
- Select and utilize standard vocabularies, terminology and classifications to facilitate the flow of information in a meaningful way
- The ability to identify risks associated w/the conversion of workflow from paper to electronic environment and take actions to prevent those risks

### **IT**

- Ability to identify the limitations of software and design processes around those constraints
- The ability to design the data collection use and exchange of information to improve practice workflows within the constraints of software (note: turn data into information)
- The ability to design workflows that incorporate business community and disaster recovery mechanisms

### **Soft Skills**

- Ability to articulate change management principles and theories and apply them into practice

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- **Ability to facilitate meetings and communicate outcomes to a diverse set of stakeholders**
- **The ability to adhere to privacy, security and ethical standards of practice in the health care environment**

## **Technical/Software Support**

Describe and participate in QI activities, feedback

### **Health**

- Adhere to current laws and regulations regarding personal health information
- Demonstrate proficiency in basic health terminology
- Demonstrate understanding of health IT standards approved by HHS Secretary
- Describe local organization internally and in broader context of health care system
- Diagram process workflows, data flows (internal and external)

### **IT**

- Apply data security standards
- Characterize and prioritize problems and initiate corrective action
- Demonstrate basic computer literacy (software/hardware, etc.)
- Demonstrate proficiency in installing and maintaining HIT systems
- Describe best practices in security
- Document and track IT problems
- Evaluate effectiveness of problem resolution

### **Soft Skills**

- Communicate effectively with end users
- Exhibit professionalism and behavior appropriate to health environment

## **Trainer**

### **Environment**

- Understand terminology of health care (HIPAA, JCAHO, etc.), as well as import of regulation, legal and ethical issues
- Understand the cultures of health care and public health
- Understand the health environment, including key stakeholders, command and control processes, and workflows

### **Health**

- Be an expert user of the systems and skills they're training on
- Communicate health concepts to people with an IT background and vice versa
- Have a core value to serve patients and communities
- Understand the patient health continuum from wellness promotion to disease management to population health

### **IT**

- Use learning management systems that link and track staff development/career paths (including data entry and report generation)

### **Other**

- Apply change management principles including train the trainer and resources for lifelong learning

### **Other: Communication**

- Communicate clearly and effectively in person, online, and in writing to diverse groups

### **Other: Data Management**

- Gather, maintain, analyze and report out (pt.) data and train those skills to others

### **Other: Instructional**

- Assess competencies of learners/certify
- Identify training needs, measure the success of the training and (re-)design curricula and training approaches following the ADDIE model
- Structure active learning experiences for learners with different learning styles and a wide variety of constraints (time, money, distance, etc.)

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### **Other: Program Management**

- **Maintain personal records, organize and manage training, communicate status of training and advocate for training resources**

### **Soft Skills**

- **Be empathetic and actively listen**
- **Maintain positive relationships within the classroom and across the work environments**
- **Manage resistance through clear articulation of "why" behind change efforts, including national agendas and challenges**